July 2006

Focus on the future of clinical care

Brian G. Harrison
Thomas Jefferson University

Robert L. Barchi
Thomas Jefferson University

Thomas Jefferson University

2006 Annual Report

FOCUS

ON THE FUTURE OF CLINICAL CARE

MISSION AND VISION

Lorraine Iacovitti, PhD, Professor of Neurology at Jefferson Medical College, a dedicated scientist who heads the Parkinson's disease research group at The Farber Institute for Neurosciences, has pioneered methods for developing cell replacement therapies for Parkinson's using stem cells. Stem cell research is one of the most promising areas of science with potential applications including neurological diseases. Recently, Dr. Iacovitti was named the inaugural recipient of the Outstanding Investigator Award from the Tilker Medical Research Foundation. The foundation is a nonprofit organization dedicated to accelerating the discovery of new treatments and cures for a wide range of neurodegenerative diseases by promoting innovative stem cell research. This international award will help fund Dr. Iacovitti's compelling studies on the differentiation of dopamine neurons.

Mission

Thomas Jefferson University is dedicated to the health sciences. We are committed to:

- Educating professionals in a variety of disciplines who will form and lead the integrated healthcare delivery and research teams of tomorrow
- Discovering new knowledge that will define the future of clinical care through investigation from the laboratory to the bedside, and into the community
- Setting the standard for quality, compassionate and efficient patient care for our community and for the nation

We accomplish our mission in partnership with Thomas Jefferson University Hospital, our education and clinical care affiliate.

Vision

- To be among the premier educators of healthcare practitioners in the nation
- To define the future of clinical care
- To be a major center for patient-oriented research and clinical trials
- To be a knowledge leader in selected areas of basic research

A message from
Brian G. Harrison and Robert L. Barchi, MD, PhD

These are exciting times for Thomas Jefferson University, full of the bright hope that inspires us all. We have embarked upon a new era in our history, one that focuses on building on our bold strategic plan, restructuring programs for the future, and recruiting outstanding new leaders to guide our continued growth. We are uniquely positioned to accomplish the challenges ahead. Confirming our market position and fiscal strength, Moody's Investor Services has assigned an A1 rating to the university and its bond ratings.

As one of the nation's premier educators of healthcare practitioners since 1824, Jefferson has a deep tradition of educational achievement. With the help of an involved community, a committed board, and our devoted faculty, staff, and alumni, we are continuing to expand our role as a major center for patient-oriented research, as a focal point for clinical excellence, and as an innovator in clinical care.

One of the most visible – and rising – examples of our success is the new Dorrance H. Hamilton Medical Education Building, a comprehensive state-of-the-art medical education center and campus green. The Hamilton Building will enable us to increase the size of our medical college student body to relieve the predicted national shortage of physicians. Slated for completion in 2007, this magnificent facility will serve as a tangible reminder that Jefferson's community of colleges, guided by our strategic plan, will continue to redefine medical education, research and clinical care by preparing our students to work as integrated healthcare team members now and throughout the 21st century.

In addition, we have developed plans for a new School of Pharmacy and an Ambulatory Care Center.

To help us succeed, we have recruited internationally recognized experts in vital areas of clinical practice and basic and translational research. We are studying many drug therapies and identifying biomarkers for heart failure. This year, the National Institutes of Health (NIH) identified Jefferson Medical College as Philadelphia's number one recipient of NIH funding for orthopaedic research. In addition, a recent survey showed that Jefferson's outstanding radiologists made more presentations to the international Radiology Society of North America (RSNA) than any other member's Department of Radiology.

With our board, our alumni and our friends, we are enhancing our vibrant community of academic distinction as well as our environment of excellence.

Indeed, over the past year we have made significant progress in our goals for this great institution. We know through an Employee Satisfaction Survey that our employees have a strong sense of pride in their association with Jefferson. And with our sustained energy, enthusiasm and vision, Jefferson will continue to shine – providing bright scholars and clinicians for our community.

Sincerely,

Brian G. Harrison
Chair of the Board of Trustees

Robert L. Barchi, MD, PhD
President, Thomas Jefferson University

Integrated teaching and a simulated team learning experience are the hallmarks of Jefferson's education plan.

Using our Academic Strategic Plan as a guide, we are developing new programs to provide the best education for our healthcare delivery teams. We're also creating outstanding new programs in nursing and public health, and pursing strategic alliances with area universities. In this report, we are proud to share our progress in meeting our education goals.

EDUCATION

JEFFERSON MEDICAL COLLEGE

Jefferson Medical College is proud of the "Accreditation with Commendation" designation that our Continuing Medical Education (CME) Program received from the Accreditation Council for Continuing Medical Education (ACCME). This is the second time that the ACCME, an organization that assures the quality of educational programs utilized by physicians to maintain competence and incorporate new knowledge, has recognized Jefferson's CME program with "commendation" – a designation given to less than 15 percent of all ACCME-accredited providers. Such acclamations make Jefferson's programs attractive for students and support our physician educators as they shape the healthcare teams of tomorrow.

The College's successful transition to a "Pass/Fail/Honors" system for basic science grading assisted meeting the team learning goal outlined in the strategic plan.

For the first time since 1995, when the university separated from the hospital, Jefferson Medical College demonstrated a surplus of revenue over expenses, due in part, to the half decade of effort by faculty and leadership to manage expenses. This accomplishment was supported by increasing the productivity of clinical faculty resulting in an upward trend in the faculty practice plan, Jefferson University Physicians (JUP), led by John Ogunkeye, MS, Executive Director and William M. Keane, MD, Medical Director.

This year, Thomas J. Nasca, MD, MACP, Jefferson Medical College Dean and Senior Vice President for Academic Affairs, received three prestigious honors for his professional and educational achievements. Dr. Nasca was awarded the 2006 American College of Physicians' Mastership for his stellar career accomplishments and service to medicine. He also received the 2006 Dema C. Daley Founders Award from the Association of Program Directors in Internal Medicine as a renowned educator, innovator, and leader. And Saint Joseph's University Alumni Association, Medical Alumni Chapter, presented Dean Nasca with the Reverend Clarence E. Shaffrey, S.J. Award for service and outstanding achievement.

JEFFERSON COLLEGE OF HEALTH PROFESSIONS

Educating our healthcare delivery teams took a huge leap forward this year with the

Surveying progress at the site of the Dorrance H. Hamilton Education Building are: Jefferson Medical College Dean Thomas J. Nasca, MD, MACP, center; Jefferson College of Health Professions Dean James B, Erdmann, PhD, left, and Jefferson College of Graduate Studies Dean James H. Keen, PhD.

EDUCATION

restructuring of Jefferson College of Health Professions. The College will now be composed of three dedicated schools – the School of Health Professions, the School of Nursing, and the School of Pharmacy. **Janice P. Burke, PhD, OTR/L, FAOTA**, Professor and Chair of Occupational Therapy, was appointed founding Dean of the newly formed Jefferson School of Health Professions. **Mary G. Schaal, EdD, RN**, Professor and Chair of Nursing, was named Dean of the Jefferson School of Nursing. **Rebecca S. Finley, PharmD, MS,** was named the Dean of the Jefferson School of Pharmacy.

Changing Jefferson's Department of Nursing to a School of Nursing recognizes the program's growth, achievements, and exceptional nursing education curriculum. Today, the School of Nursing boasts more than 600 students, with degrees ranging from associate to post-master's certificate.

In conjunction with Jefferson Hospital, nursing launched a master's level Certified Registered Nurse Anesthetist Program and will graduate its first Associate of Science in Nursing degree (ASN) class in 2007 with students from Methodist Hospital and Geisinger.

Jefferson also recognizes the importance of educating the next generation of pharmacists. **Rebecca S. Finley, PharmD, MS**, with nearly 30 years of experience within the pharmacy academe and profession, is the founding Dean for the new Jefferson School of Pharmacy, with 75 students expected to start in fall 2008. Building upon Jefferson's 60 plus years of experience in pharmacy education, the new school will fulfill a major goal in our mission, respond to the shortage of pharmacists, and insure that Jefferson patients receive safe and accurate medication.

THE JEFFERSON COLLEGE OF GRADUATE STUDIES

The Jefferson College of Graduate Studies has also advanced its mission this year. The University Board of Trustees approved the transfer of all clinical and practice-based graduate programs to the Jefferson College of Health Professions so that the College of Graduate Studies could focus on education in the biomedical sciences and attract postdoctoral research fellows to campus. Joining our leadership team, **Dennis Gross, PhD**, is the new Director of the College's masters' programs.

The College's Office of Postdoctoral Affairs and the Jefferson Postdoctoral Association hosted the First Annual Jefferson Postdoctoral Research Symposium in May, showcasing the research of 45 Jefferson postdoctoral fellows. Dr. Christopher Austin, Director of the NIH

Chemical Genomics Center of the National Human Genome Research Institute delivered the keynote address.

The College's Master's Degree Program in Public Health, co-directed by **David B. Nash, MD, MBA**, the Dr. Raymond C. and Doris N. Grandon Professor and Chair of Health Policy, and **Richard C. Wender, MD**, Alumni Professor and Chair of Family and Community Medicine, underscored its educational excellence by attaining national accreditation from the Council on Education for Public Health, the nation's accrediting body for public health programs.

Jefferson College of Graduate Studies' and the Farber Institute for Neurosciences' two-year-old PhD Program in Neuroscience, directed by **Elizabeth J. Van Bockstaele, PhD**, attracted many excellent students. The program provides a well-rounded course of study and experimental research in neuroscience.

Also, through new relationships among the Kimmel Cancer Center at Jefferson and the departments of Biochemistry and Molecular Biology, Microbiology and Immunology and the Jefferson College of Graduate Studies, there are now four programs leading to a PhD degree: Biochemistry & Molecular Biology; Genetics; Immunology and Microbial Pathogenesis; and Molecular Pharmacology and Structural Biology. These programs combine to offer a flexible entry option known as the Joint PhD Programs, which has now enrolled 88 PhD students.

Expanding fellowship initiatives

July marked the start of Jefferson's ACGME-accredited Fellowship in Sleep Medicine. Jefferson's Sleep Disorders Center, a major center for clinical care, research, and education in sleep medicine for three decades, hosts the new program, which is directed by noted sleep medicine expert, **Karl Doghramji, MD**.

Under the leadership of **David B. Nash, MD, PhD**, Chair of Health Policy, the department launched a Delaware Valley Schweitzer Fellows Program. Working as part of the U.S. Schweitzer Fellows Program, Jefferson graduates in the health disciplines will participate in a yearlong community service project and then join others in a national network of Schweitzer Fellowship graduates who continue to seek opportunities to serve in the community.

Another fellowship program, funded by the American Psychiatric Association (APA), will offer Jefferson Medical College students more options to complete their psychiatry rotations. Jefferson was proud to receive two minority fellowship grants, under APA's Minority Fellowship Program, to increase the knowledge of issues related to ethnic minority mental health and to improve the quality of mental health treatment delivered to ethnic minority populations.

Elizabeth J. Van Bockstaele, PhD, Program Director of the Neuroscience Graduate Program at Jefferson College of Graduate Studies, works one on one with a student.

The university's strategic plan renewed our commitment to Jefferson's superb faculty and identified measures, such as endowed chairs, expanded support and renovated research facilities, to support that commitment.

Jefferson's Strategic Plan for Research complements its Academic Plan. It focuses on developing, expanding and strengthening research in the key areas of neuroscience, cancer biology, cardiovascular programs, and health outcomes to include robust clinical and translational research. One goal of this plan is to renew the core grant for the Kimmel Cancer Center at Jefferson and strengthen our position in cancer prevention and population science.

RESEARCH

This year, we have made significant progress in our research programs, with major accomplishments in:

CANCER

The Kimmel Cancer Center (KCC) at Jefferson, a National Cancer Institute (NCI)-designated cancer center, welcomed many distinguished members to its team. Internationally renowned pancreatic cancer surgeon **Charles J. Yeo, MD**, the Samuel D. Gross Professor and Chair of Surgery at Jefferson Medical College, has expanded the Department of Surgery to include a Division of Surgical Research, directed by **Thomas Tulenko, PhD**. Dr. Yeo recruited **Eugene P. Kennedy, MD**, as Assistant Professor of Surgery from Louisiana State University Health Sciences Center, New Orleans. Minimally invasive thoracic and oncologic surgeon **Thomas Andrew d'Amato, MD** joined our surgical team from the University of California, San Diego. **Andrew A. Quong, PhD**, who specializes in nanotechnology and systems biology, joined the newly formed Department of Cancer Biology from Georgetown University. **Michael P. Lisanti, MD, PhD**, the 15th most-cited researcher worldwide in biochemistry and biology, is now a Professor of Cancer Biology at Kimmel Cancer Center at Jefferson. He joined the Cancer Center from Albert Einstein College of Medicine in the Bronx (NY). **Richard W. Haldeman**, the Kimmel Cancer Center's new Chief Financial Officer, comes to Jefferson from the Cancer Institute of New Jersey where he managed its $70 million annual budget. And longtime Jefferson medical oncologist **Edith P. Mitchell, MD**, an advocate of inclusive cancer prevention, was appointed Director of Diversity Programs.

In July, Jefferson launched the Department of Medical Oncology. **Neal Flomenberg, MD**, a Jefferson Hospital medical oncologist and Professor of Medicine at Jefferson Medical College, was named Interim Chair. The department focuses on breast and gynecologic cancer, lung and head and neck cancer, hematological malignancies and bone marrow transplant, gastrointestinal cancer,

The Kimmel Cancer Center at Jefferson's Andrew A. Quong, PhD, Associate Professor of Cancer Biology and a nanotechnologist, center, collaborates with Jeffrey L. Benovic, PhD, Professor and Chair of Biochemistry and Molecular Biology, left, and Tim L. Manser, PhD, Professor and Chair of Microbiology and Immunology, as members of the cancer center's integrated science team.

RESEARCH

Edith P. Mitchell, MD, Professor of Medical Oncology, is now Director of Minority Affairs at the Kimmel Cancer Center at Jefferson.

A Jefferson research team found that a known mutation in the Caveolin-1 gene is present in about 19 percent of all breast cancers that are fed by estrogen – so called "estrogen receptor-positive" cells.

urinary tract cancers, melanoma and experimental therapeutics.

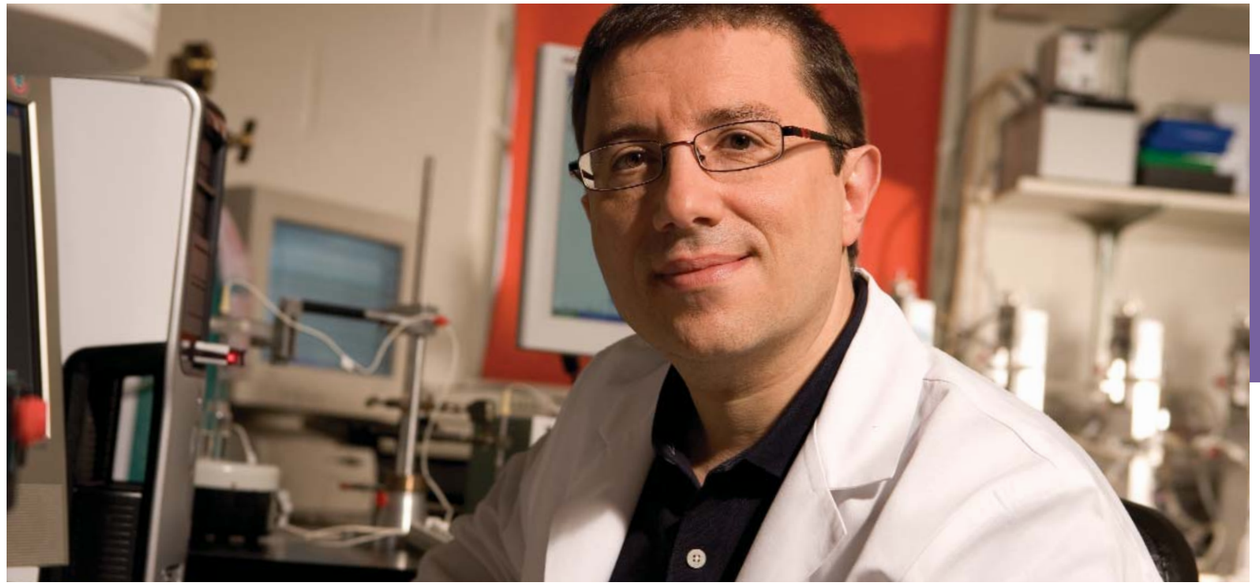
In a significant cancer study, led by **Renato Iozzo, MD**, Professor of Pathology, Anatomy and Cell Biology, cell biologists at Jefferson Medical College and the Kimmel Cancer Center found that the protein fragment endorepellin blocks both skin and lung cancer tumors from progressing in animal models by preventing their ability to recruit new blood vessels, a process called angiogenesis. The findings from this study could lead to a new type of tumor inhibitor that might be used to prevent cancer from spreading to other areas in the body, which would have major implications for cancer treatments for a range of solid tumors such as prostate, breast, and lung tumors.

And in the battle against lung cancer, Jefferson's Lung Cancer Center offers patients entry into national trials of new treatment regimens against lung cancers, recently conducting a promising trial using both chemotherapy and radiation. Its multi-disciplinary team includes radiation and medical oncology specialists with extensive expertise in treating lung cancer, as well as thoracic surgeons, pulmonary disease specialists, radiologists, nurses and social workers.

Neurological surgeon **David W. Andrews, MD**, and radiation oncologist **Maria Werner-Wasik, MD**, discovered that a slow-growing, benign but potentially devastating brain tumor called an acoustic schwannoma, usually removed by surgery that can potentially damage surrounding cranial nerves, can be treated with lower doses of radiation therapy. Using small, fractionated lower doses of radiation resulted in excellent tumor control and slightly better hearing preservation than higher doses. Lower radiation doses mean shorter treatment times and fewer visits. Patients in their study received the lower dose over 26 treatments, while those who received the higher dose required 30 treatments. They reported their results in November 2006 at the annual meeting of the American Society for Therapeutic Radiology and Oncology.

Advances in breast cancer research

Jefferson's breast cancer research has also made significant advances. A team of researchers,



Rosario Scalia, MD, PhD, Associate Professor of Physiology, brings us closer to understanding cardiovascular disease in diabetes and insulin resistance by studying why pharmacological inhibition of certain proteases found in endothelial cells and in circulating leukocytes prevents vascular inflammation.

led by Richard G. Pestell, MB, BS, MD, PhD, FRACP, Director of Kimmel Cancer Center at Jefferson and cell biologist Michael P. Lisanti, MD, PhD, Professor of Cancer Biology at Jefferson Medical College, discovered evidence suggesting that a mutation in a gene that normally helps block the formation of breast tumors could play a role in the initiation of a major form of breast cancer. Working with researchers at the Albert Einstein College of Medicine in New York, the Jefferson research team found that a known mutation in the Caveolin-1 gene is present in about 19 percent of all breast cancers that are fed by estrogen – so called "estrogen receptor-positive" cells. Caveolin-1 mutations may be involved in the development of estrogen-positive human breast cancer, which accounts for about 70 percent of all breast cancers.

In another gene study led by Dr. Pestell, Kimmel Cancer Center researchers found that the activity of a gene that commandeers other cancer-causing genes, returning them to normal, can predict the prognosis of an individual with breast cancer. Called Dachshund, the gene plays a role in determining the fate of some types of cells. Jefferson researchers showed that Dachshund could block breast cancer growth in mice and also could halt breast cancer from invading other tissues.

Other researchers led by Adam P. Dicker, MD, PhD, Professor of Radiation Oncology, found that inhibiting a particular cancer causing gene can enhance the cell-killing effects of radiation. The team used zebrafish and antisense technology to show that the drug flavopiridol works by blocking the activity of the gene cyclin D1, which is made in excessive amounts in about half of all breast cancers.

50 years continuous NIH research funding

Continuing to amaze the scientific world, this year, eminent Jefferson virologist Hilary Koprowski, MD, Professor of Cancer Biology the first scientist to develop the oral polio vaccine – was honored by National Institute of Allergy and Infectious Diseases Director Anthony Fauci, MD, for 50 years of continuous funding from the National Institutes of Health. Dr. Koprowski pioneered the development of monoclonal antibodies against cancer.

CARDIOLOGY

Jefferson's strategic plan outlined the need to strengthen heart failure and vascular research by recruiting new researchers and by expanding basic and translational cardiology research.

Cardiovascular research and treatment at Jefferson is especially strong in treating heart failure, hypertension, thrombosis and vascular biology, and metabolic vascular disease. We're expanding our Center for Vascular Pathobiology and adding more clinical researchers for our Metabolic Center. Our research is well funded and our scientists have published in 300 peer-reviewed publications over the last five years.

Jefferson cardiology researchers found an elevated level of GRK2, a protein that plays an important regulatory role in heart failure, in patients with failing hearts. Walter J. Koch, PhD, Director of the Center for Translational Medicine in the Department of Medicine, believes that these findings add to the growing evidence that GRK2 is a biomarker for heart failure. In a study presented at the September 2006 10th Annual Scientific Meeting of the Heart Failure Society of America, Amit Mittal, MD, heart failure research fellow in the Department of Medicine, reported that GRK2 levels in patients with heart failure were three to four times higher when compared to patients with normal heart function.

And internationally recognized cardiologist and researcher, Thomas L. Force, MD, joined

Paul J. DiMuzio, MD, Associate Professor of Surgery, Jefferson Medical College, and Negar Golesorkhi, MD, Resident, Department of Surgery, review results of research to create a novel graft that would bypass blood vessels in the heart and legs clogged by atherosclerosis. This vascular bypass graft has the potential of helping thousands of patients, including those suffering with atherosclerosis, a common condition known as "hardening of the arteries." The research is funded through grants from the National Institutes of Health and the American Heart Association.

Researchers at Jefferson Medical College are enjoying the highest level of National Institutes of Health (NIH) funding for orthopaedic research in Philadelphia.

Jefferson as Clinical Director of the Center for Translational Medicine in the Department of Medicine. The Center focuses on leading-edge basic molecular biomedical research and its translation into the most efficient and tailored forms of diagnosis, treatment, and prevention. Dr. Force is currently principal investigator for several National Institutes of Health grants that support this research.

Researchers in Jefferson's Cardiac Catheterization Laboratory have found that nicardipine, a commonly available calcium channel blocker, is effective in reversing the 'no-reflow' phenomenon that affects as many as 50,000 patients annually who undergo angioplasty – a procedure to clear arteries that have been clogged up or narrowed by plaque. Michael P. Savage, MD, Cardiac Catheterization Laboratory Director and Associate Professor of Medicine, observes that 'no-reflow' can be a potentially serious complication that places patients at high risk of heart attack or even death. Jefferson heart researchers report that intracoronary nicardipine was demonstrated to be a safe and highly effective pharmacological agent to reverse 'no-reflow' during angioplasty.

Strengthening our basic science team, Marion J. Siegman, PhD, Chair, Department of Molecular Physiology and Biophysics, recruited Associate Professors of Physiology Ji-Fang Zhang, PhD, and Masumi Eto, PhD, to Jefferson's basic research team. Dr. Zhang's research focuses on voltage-gated Ca2+ channels, which are vital for muscle contraction, neurotransmitter release, neurodevelopment, and gene expression. Dr. Eto's research explores the regulation of smooth muscle contraction. Both researchers are supported by grants from NIMH and NINDS of the National Institutes of Health. Jefferson ranks second nationally in the rate of growth in NIH funding for research over the past 10 years.

Orthopaedic research recognition

Researchers at Jefferson Medical College are enjoying the highest level of National Institutes of Health (NIH) funding for orthopaedic research in Philadelphia – an outstanding achievement. Their sophisticated work, directed by Irving M. Shapiro, PhD, Professor of Orthopaedic Surgery and Director of the Division of Orthopaedic Research, offers promise to those who experience pain and disability from degenerative spinal disease. It contributes, also, to Jefferson's reputation as a center of orthopaedic excellence.

Neuroscience

Jefferson's neuroscience program is unequaled in the region. This year, distinguished neurologists joined the Jefferson community of researchers. JUP physicians Daniel Erik Kremens, MD, JD, Clinical Assistant Professor of Neurology, and Tsao-Wei Liang, MD, Assistant Professor of Neurology at Jefferson Medical College – both noted neurologists who have dedicated their careers to treating patients with movement disorders – were recruited to create a Movement Disorders Program. Led by A. M. Rostami, MD, PhD, Professor and Chair of Neurology, the scientists will direct a host of improved treatments to combat movement disorders due to Parkinson's

disease, stroke, multiple sclerosis (MS), or other chronic neurological conditions.

Recently, Dr. Rostami led a study, reported in the journal *Multiple Sclerosis*, showing that a soy-based natural substance, called Bowman-Birk Inhibitor Concentrate, appears to have amazing restorative powers when given to animals with MS.

Patients can also participate in clinical studies of new therapeutic agents with established researchers such as **Jay Schneider, PhD**, Director of the Parkinson's Disease Research Unit, and Professor of Pathology, Anatomy and Cell Biology.

For patients with later stage Parkinson's, Jefferson scientists, led by **Ashwini D. Sharan, MD**, Assistant Professor of Neurological Surgery at Jefferson Medical College, can provide a new surgical procedure called Deep Brain Stimulation (DBS) at Jefferson Hospital. DBS enables neurological surgeons to supply controlled electrical signals through electrodes implanted in the brain, to attempt to reestablish the brain's disordered circuitry.

Neurological surgeon David W. Andrew's expertise in brain surgery is legendary. His recent research, in collaboration with radiation oncologist Maria Werner-Wasik, MD, Associate Professor of Radiation Oncology, discovered that lower doses of radiation therapy provided excellent tumor control and slightly more hearing preservation in treating a benign but potentially devastating brain tumor called acoustic schwannoma usually associated with hearing loss.

Judith L. Bachman, the University's Senior Vice President for Strategic Initiatives, right, and Janet E. Burnham, Jefferson Hospital's Senior Vice President for Planning, coordinated the committees whose participation helped shape the strategic plan for Jefferson. They are standing on the new bridge entrance to the hospital which improves access to both the hospital and physician offices. The bridge connects the InterPark garage on 10th Street to the hospital's second-floor atrium.

LEADERSHIP

The university's President and Board of Trustees have achieved new heights in an already stellar history of leadership as they guide Jefferson in developing and adopting a bold strategic agenda to design the future of clinical care and develop tomorrow's team of integrated healthcare professionals.

Bringing development initiatives for the university and hospital under The Jefferson Foundation efficiently strengthens our commitment to education, research and patient care. Jefferson's bold move to develop a state-of-the-art education facility for our students – one that uses simulated clinical situations and manikins – brings with it a plan to create an identity that transforms our campus into an oasis of green for our students, faculty, employees and community members. Our institutional and civic commitment to improve our surroundings includes a promise for revitalized restaurant and retail space along Walnut Street.

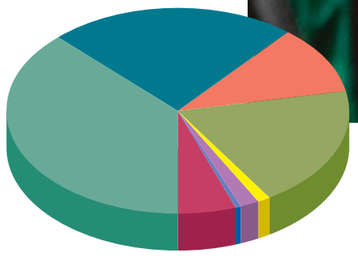
Under our new facilities master plan, developed in conjunction with Jefferson Hospital, our faculty, corporate and administrative leaders are engaged in redesigning educational programs, restructuring our faculty practice plan and improving information technology infrastructure for greater efficiency and cost-effectiveness. At the same time, we have moved forward in our commitment to making Jefferson an employer of choice for staff and faculty. We are engaged in leading Jefferson's transformation on all levels.

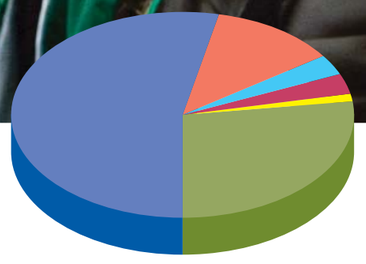
The University's team of senior administrators is composed of, from left, Richard J. Schmid, Vice President for Finance and Chief Financial Officer; Cristina Cavalieri, BSN, Esq., Vice President and University Counsel; James B. Erdmann, PhD, Dean, Jefferson College of Health Professions; Richard G. Pestell, MD, PhD, FRACP, Director, Kimmel Cancer Center at Jefferson; David R. Lepper, Senior Vice President for Development; Thomas J. Nasca, MD, MACP, Dean, Jefferson Medical College and Senior Vice President for Academic Affairs; Judith L. Bachman, Senior Vice President for Strategic Initiatives; Bruce Metz, PhD, Chief Information Officer; James H. Keen, PhD, Dean, Jefferson College of Graduate Studies and Vice President for International Affairs; Steven E. McKenzie, MD, PhD, Vice President for Research.

Nursing Student Hope Lee, RN, right in photo above, is pursuing her BSN at Jefferson College of Health Professions, and preparing to deliver her second child soon. Her mentor Mary Bouchard, RN, left, says that her work at Casa Fernace, a South Philadelphia residence for Seniors affiliated with the Philadelphia Senior Center, has been an extraordinarily successful venture into the community for a nursing student. Hope's relationships in reaching out to the residents are warm, humorous and caring. Residents such as June Lees look forward to her visits for health education and camaraderie. Hope's interactions with residents are filled with hugs, tender moments and a genuine expression of her concern for their welfare. Hearing of her presence at the residence, several residents (including a 94-year-old woman, Mrs. Barabas) made a special effort to come down to see Hope and check upon the impending birth of her daughter whose name will be Sky. Hope is considering a birthday party for Sky's delivery complete with balloons and cake – just as she arranged for her son, Artemis. Hope Lee, RN, exemplifies everything Jefferson could hope for in a nurse.

Commencement 2006,
At the heart of Jefferson's mission, the next generation of healthcare professionals receives their degrees.

FINANCIALS



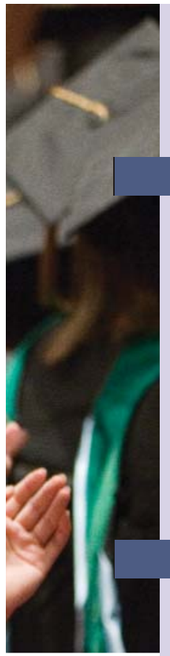


Operating Revenues

Physician's professional services	37.7%
Grants and contracts	23.4%
Tuition and Fees	10.8%
Sales from auxiliary activities	19.1%
Endowment payout	1.2%
State appropriations	1.9%
Contributions	0.4%
Other sources	5.5%

Operating Expenses

Salaries and wages	53.4%
Employee and faculty benefits	11.9%
Depreciation	3.2%
Heat, light and power	3.2%
Debt service	1.2%
Other	27.1%



Thomas Jefferson University

June 30, 2006 and 2005 ($ in Millions)

How We Received Our Revenues	2006	2005
Physician's professional services	203.2	190.4
Grants and contracts	126.0	125.9
Tuition and Fees	58.0	52.5
Sales from auxiliary activities	103.2	94.9
Endowment payout	6.6	9.8
State appropriations	10.5	10.4
Contributions	2.2	6.4
Other sources	29.5	28.5
Operating Revenues	**$539.2**	**$518.8**

How We Spent Our Revenues		
Salaries and wages	284.9	267.3
Employee and faculty benefits	63.6	64.5
Depreciation	17.3	17.8
Heat, light and power	17.1	15.0
Debt service	6.2	5.9
Other	144.5	145.0
Operating Expenses	**$533.6**	**$515.5**
Subtotal	$5.6	$3.3
Non-operating Gains/(Losses), Net	$13.0	$13.3
Net Income/(Loss)	$18.6	$16.6

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Thomas Jefferson University

2006 Annual Report

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